



TOWN OF KITTERY, MAINE

200 Rogers Road, Kittery, ME 03904
Telephone: (207) 475-1329 Fax: (207) 439-6806

WORKSHOP 4:00 P.M.

The Town Council will meet with the Town Manager and the CIP Committee to receive the 2017-2021 Capital Improvement Plan.

February 29, 2016

Kittery Town Council
Requested by Chairperson Gary Beers
Special Meeting Agenda
4:45 p.m.

Council Chambers

1. Call to Order
2. Introductory
3. Pledge of Allegiance
4. Roll Call
5. DISCUSSION
 - a. Discussion by members of the public (only on item 6 below and three minutes per person)
 - b. Chairperson's response to public comments
6. NEW BUSINESS
 - a. (020316-1) The Kittery Town Council moves to approve the 2017-2021 Capital Improvement Program in accordance with Town Charter Section 6.05 and Council Policy, as presented.
 - b. (020316-2) The Kittery Town Council moves to approve the fiscal year 2017 Capital Improvement Program budget in accordance with Town Charter Section 6.04 (2) and Council Policy, in the amount of \$1,208,975.
 - c. (020316-3) The Kittery Town Council moves to interview the following candidates for Interim Town Manager.
 - 5:00 pm Bert Kendall
 - 5:20 pm Mitch Berkowitz
 - 5:50 pm Carol Granfield
 - d. (020316-4) The Kittery Town Council moves to authorize the Town Manager to enter into an agreement for an Interim Town Manager services.
7. ADJOURNMENT

Posted: February 25, 2016

Nancy Colbert Puff

From: dhgerrish@yahoo.com
Sent: Thursday, February 18, 2016 2:21 PM
To: Nancy Colbert Puff
Cc: Rick McCarthy; Veronica Costa; Bert and Marilyn Kendall
Subject: Interim Manager Proposal
Attachments: Kendall Resume.docx; Kendall Work.docx

Hi Nancy,

Attached please find a copy of the resume of Bert Kendall who Eaton Peabody Consulting Group(EPCG) would propose for the Interim Town Manager position for Kittery.

If Bert was hired, EPCG would enter into a contract similar to the one we had with Kittery when Jim Ashe was the Interim Manager. The fee would be \$600 a day plus mileage for 3 days per week.

Bert would be available to meet with the Council this Monday if they would like.

If you have any questions please let me know.

Thanks

Don Gerrish
Eaton Peabody Consulting Group

Sent from Windows Mail

BERTRAND N. KENDALL
26 Glenview Road
Cumberland, ME 04021
(207) 829-8184
bmtkkendall@gmail.com

WORK EXPERIENCE

Town Manager, Town of Denmark, ME - 2006 - 2008. First Town Manager of town of 1,000, serving 3 Selectman with 8 full-time and 20 part-time employees with budget of \$1,000,000.

Borough Administrator, Borough of Glen Rock, NJ - March 1998 to July 2005. Chief Administrative Officer of town of 11,000 working with a Mayor and six member Council, supervising 75 full-time employees and 50 part-time and seasonal employees with an operating budget of \$11 million and a capital budget of \$1.2 million.

Borough Manager, Borough of Fair Lawn, NJ - July 1993 to March 1998. Responsible for managing 200 full-time employees, over 200 part-time employees, nearly 300 Fire, O.E.M., Ambulance, Rescue and other emergency personnel, serving a population of 31,000 with a 1997 budget of \$23.5 million.

Associate/Senior Manager, Jersey Professional Management Corp. - Cranford, NJ - October 1992 to June 1993. Providing management consultants, temporary managers/administrators and executive recruiting exclusively for New Jersey municipalities and counties

Township Manager, Township of Belleville, NJ - November 1990 to September 1992. First Township Manager of Belleville responsible for organizing Council-Manager government in town with 275 full-time employees, a \$25 million budget and a population of 34,213.

Village Manager, Village of Ridgewood, NJ - January 1987 to November 1990. Ridgewood had 250 full-time employees with a 1990 budget of \$21.5 million serving 25,000 residents.

Township Manager, Township of Montclair, NJ - October 1980 to January 1987. First Township Manager of Montclair, with 39,000 residents, seven operating departments, 400 full-time employees and an annual budget of \$23 million.

Township Manager, Township of Cedar Grove, NJ - September 1973 to October 1980. Cedar Grove had 13,000 residents with 72 full-time employees and annual budget of \$4 million.

Budget Officer, City of Plainfield, NJ - July 1971 to August 1973. Division Head, Division of Administration, which had 25 employees performing budgeting, purchasing, office management and special projects for the Director, Department of Administration and Finance.

U. S. Army - October 1969 to July 1971. First Lieutenant, USAR. Served nine months in Vietnam as a Battalion Intelligence and Security Officer and later as Battalion Adjutant and Personnel Officer. Received an outstanding rating and was awarded the Bronze Star for service.

Ten Month Internship with USAID/Dacca, East Pakistan (Bangladesh) in the Education, Public Administration and Industry Divisions - February to December 1968.

SPECIAL SKILLS AND SELECTED COMMUNITY SERVICE

- *Organizing local governments as first time manager.

- *Budgeting and capital planning.

- *Supervising design and construction of capital projects including municipal buildings, garages, public utilities and sports facilities of all kinds.

- *Liaison with business community and improving central business districts.

- *Labor negotiations.

- *Cooperating with other municipal, county and state officials.

*Appointed by Gov. Kean as Member of Advisory Council on Community Affairs, 1984-1992.

*Appointed by Gov. Byrne as Public Member, Advisory Board on Carnival and Amusement Ride Safety, 1976-1979.

*Emergency Management Coordinator and Chair of Crisis Response Team.

*Active in various community organizations, service clubs and coach of youth sports.

*Life member of International City and County Management Assoc., including service as Northeast Regional Vice President, 1990-1992.

*Life member of New Jersey Municipal Management Assoc., including service as President, 1982.

*Current member of Executive Board and Senior Advisor, Maine Town, City and County Management Assoc.

EDUCATION

M.P.A., Maxwell School, Syracuse University, Syracuse, NY, 1969

B.A., Government Major with History Minor, Bowdoin College, Brunswick, ME, 1967

Diploma, Plainfield High School, Plainfield, NJ, 1963

PERSONAL

Date of Birth: December 27, 1945 in New Brunswick, NJ

Wife Marilyn with children Danny, Caitlin, Tim and Kristin.

SPECIAL INTERESTS

National and international affairs, reading, travel and sports.

ACTIVITIES SINCE RETIRING IN JULY, 2005

1. Serving as Greely High School Boys Varsity Tennis Coach since 2006 season. Became Greely Middle School tennis coach in 2008 - 2009.
2. Appointed as first Denmark, Maine Town Manager in 2006. Served successfully for two-year term deciding to retire in 2008.
3. Appointed as Range Rider for Maine in 2009 by International City and County Management Association (ICMA) working with the Maine Town, City and County Management Association (MTCMA). Became Chair of the Range Rider Committee in 2010 and have continued to serve on the MTCMA Executive Board. ICMA changed the name from Range Rider to Senior Advisor in 2014. As Senior Advisor I attend meetings representing ICMA/MTCMA and give advice to towns and managers as requested.
4. Originated new program of MTCMA Ambassadors in 2012, which has now attracted nine retired or senior Maine city or town managers from all parts of the State. The goal is to have one Senior Advisor or Ambassador from every one of Maine's sixteen counties.
5. Maintain two Maine properties, two acres in Cumberland and twelve in Center Lovell.
6. Active in veterans affairs having just finished three years as Commander of American Legion Post # 91 in Yarmouth, a member of AMVETS Post # 2 in Yarmouth, and life member of Fryeburg- Lovell VFW Post # 6783. For the past four years in charge of both Memorial Day and Veterans Day ceremonies in Yarmouth, and was chairman of Korean War 60th Anniversary Celebration Committee in 2013.
7. Active with two Cumberland churches attending Tuttle Road United Methodist Church from 2005-2011 and White Pine Community Church since 2011. While at Tuttle Road I served as chair of the Board of Trustees in charge of the church property and many operations.
8. An avid reader and tennis player, with occasional golf and skiing, I enjoy my family and helping to plan my 50th Reunion at Bowdoin in 2017.

Bertrand N. Kendall
26 Glenview Road
Cumberland, ME 04021
bmtkkendall@gmail.com
207-829-8184

9/8/15

Mitchell A. Berkowitz
PO Box 569
Gray, Maine 04039
207.657.5447
Mgt4u2@gmail.com

February 22, 2016

Ms. Nancy Colbert Puff
Town Manager
Town of Kittery
200 Rogers Road Ext.
Kittery, Maine 03904

Dear Ms. Colbert Puff,

Thank you for the opportunity to propose my services as the Interim Town Manager for the Town of Kittery. I have completed over 43 years of management work with the majority being in the public sector on behalf of municipalities. This cover letter sets forth the elements of my proposal that include compensation as well as services. I have included a four page work schedule that presumes several factors during this interim transition period. The work schedule presumes part time employment until such time as a new full time manager is hired and then transition into that position.

I recently completed similar work for the Town of Jackman Maine (December 2015) and invite you to contact their Chair, Mr. David Theis. He may be reached through the Jackman Town Office at 207.668-2111. I have included a copy of the Select Board's letter of recommendation for your reference purposes. You may also contact Mr. Bernie King, Chair of the Bridgton Select Board to further your background review. He may be reached through their town office at 207.647.8786. During this interim period my focus will be on developing with the Town Council and then executing a complete hiring strategy that should conclude successfully with a qualified and capable candidate to fill the town manager position. I will also attend to issues and problems as they arise, work with staff, department heads and community organizations as needed to maintain your policies and positions on various matters. While capable, I attempt to avoid new initiatives unless so directed by the Council. This allows for the next manager to step in with their ideas and to establish full communications within the community.

My terms of employment are fairly straight forward and repeated in a written contract. These would include my compensation at a rate of \$55 per hour with no retirement or health benefits. I will invoice the Town periodically and I receive payment through your regular payroll process. My travel mileage from Gray to Kittery and other business mileage is reimbursed at the current IRS rate as well as tolls and parking expenses, if incurred. The travel time is paid at ½ my regular hourly rate from door to door. If

meetings conclude after 9 PM, then I would expect to remain overnight and the room and meals associated with that are paid by the Town without any administrative overhead applied. My work for the Town at home is charged at the same rate and I do not charge for my cellphone or landline. I propose to work from Monday mornings until Wednesday mid-afternoons each week though I will re-arrange my schedule to accommodate local demands and issues as they arise. The term of the employment is rather simple. I am covered by the Town's insurance including any bonding that may be required. Our agreement may be extended or reduced or by written seven (7) day notice, completely cancelled. I try to make this as easy as possible for the community while offering the consultancy services up to a mutually agreeable end date. Most importantly, I will not be a candidate for the full time position that you will be seeking to fill.

I remain available to you for further discussions and am in a position where I can start at anytime after February 22, 2016. Thank you for your consideration of my proposal to be your Interim Town Manager.

Cordially,

A handwritten signature in black ink, appearing to read "Mitchell A. Berkowitz", written in a cursive style.

Mitchell A. Berkowitz

General Work Plan for Kittery Maine

Subject to change

Work Days Tentative to Town Needs: Generally Monday AM to Wednesday Afternoon

Week #1 3/14-16

- Review of the current and proposed budget with outgoing Manager.
- Review of current issues and pending actions with outgoing Manager.
- Meet with outgoing Manager and Department Heads, Council Members, General Orientation
- Meet with the Town Council at their meeting- Determine their priorities
- Develop a work list of items requiring immediate attention as well as organization issues to be addressed.
- Review status of Police Chief hiring process.
- Tour the Town Hall
- Get key to Town Hall, Office, email set up

Week #2 3/21-23

- Take a tour of Kittery-Get the physical layout of the town
- Meet with the Finance Director- General overview of payables, revenues, debt service, audit Services
- Meet with the Town Clerk- Tax Commitment, Collections Status, other issues
- Continue to meet with Town Hall staff and available Council members
- Meet with the Public Works Department Head- Status of winter budget, immediate concerns spring projects
- Prepare a draft of identified issues for the Interim Town Manager (ITM) and begin setting priorities w/Council and Staff
- Identify the Council's expectations for their next Manager- Skills, Experience etc.
 - Set up proposed hiring timetable with the Council
 - Identify any screening committee/interview process for Council approval
- Council Agenda Preparation- who, the process and timetables for posting
- [Remain available to town staff by phone-email as needed]

Week #3 3/28-30

- Work on TM hiring process, package and details
- Follow up on priorities and issues for the week
- Follow up on Council work items
- Start review of policies in general-determine which may require additional work-report to Council
- Start the advertisements for the TM hiring process
- Set up to meet with School Supt.

General Work Plan for Town of Kittery Maine

Subject to change

Week #4
4/4-6 Meet with Departments heads as needed.
 Review the TM hire plan and post for public information
 Work on Council Agenda
 Possibly Introductions to community leaders, Chamber of Commerce, media and business people?
 If possible try to move this up earlier!

Week #5
4/11-13 Continue work items from prior weeks
 Report to Council:
 TM hire process
 Pending matters
 Feedback for ITM
 Verify tax collection/delinquency process and status to perfect liens

Week #6
4/18-20 Follow up on Council meeting items
 Dept. Staff Meeting- Status of issues by Dept.

Follow TM hiring plan- prepare Review Committee for their screening/report

Week #7
4/25-27 Attend Council Meeting
 Plug in Budget Review/public hearings
 Tax Billing and timing of receipts-authorized TANS if any against cash flow
 Policy improvements as identified for the Council and then work on them
 Continue work with staff on pending issues, other community and regional issues*

* Identify with the Council any pertinent legislation that we must testify on

General Work Plan for Town of Kittery Maine

Subject to change

Week #8 Follow up to the Council meeting items
5/2-4 Continue work in financials and other as needed.
Ask Council if they want to develop their own Code of ethics/Conflict of interest policies
Look at energy costs for previous year- determine options for the Council
By this time personnel issues will likely have surfaced

Week #9
5/9-11 Report recommendations-Re: TM applicants for interviews starting week #10
Continue work on several items from previous weeks

Week #10 TM Interviews per schedule
5/16-18 Meet with Interviewers to pick second interview list
Council Agenda
Get out annual Town Meeting and voting information

Week #11 Continue work on several items from previous weeks
5/23-25 Conduct second interviews and narrow the field to the top two candidates
Bring status of negotiations to the Council
Attend Council Meeting

Week #12 Prepare with the Council, the hiring offer(s)
5/31-6/1 Continue other work as needed
Assure files and issues are ready for the new TM-Transition

Continue work as needed with Council's approval, prepare for transition and expect new TM to come on board by July 1.

Week #13

- 6/6-8 Final prep for Annual Town Meeting
 Status of TM offer and acceptance
 Continue other Town Work
 Summary of Town Meeting results-prep for new fiscal year

Week #14

- 6/13-15 Continue other Town work
 Develop summer work schedule with BOS
 Develop CIP purchases based upon budget approvals

- >Once the Town Manager and the Council mutually accept the employment terms, a start date should be established.
- >The Interim TM will continue the work schedule so that there can be an overlap of one week with the new TM and then available by phone to answer questions. If the Interim needs to be on site w/ the new TM the original Agreement terms would apply subject to the authorization by the Council.
- >The above is the best estimate of work and items that will need to be accomplished and is subject to changes based upon the desire of the Council and other issues as they arise. It will remain flexible as will I to insure that the town personnel may reach me. I already have a cell phone and expect coverage in your area but we will test that out. I also expect to complete work from home when not in the office which will be reflected in the weekly invoice.
- >Additional work items should be considered but I have been conservative due to the short period of time and that your next Manager may want to make recommendations for policy and procedural changes.
- >If the Council wants me to attend other community meetings we should discuss this.
- >If there is a reason for me to represent the Council in Augusta (legislative or at MMA) I will work my schedule to attend the hearings during any part of the week.

"Management is as much an Art as it is a Science"

*Mitchell A. Berkowitz
Municipal Management and Consultancy Services
P.O. Box 569
Gray, Maine 04039-0569*

*207.751.6293 (c)
207.657.5447 (h)*

mgt4u2@gmail.com

Having retired in October of 2014 after a career that spanned 43 years, I am in a position to offer municipal management services to communities on a part time basis. My experience has included three years working for the Department of Defense as the Director of Hobby Shops located at Westover A.F. B. in Massachusetts, 9 years as Superintendent of Recreation and Parks for the City of Berlin, N.H. and then becoming their City Manager for another 15 years. After completing almost 3 years as Colchester Vermont's Town Manager I came to Gray Maine and served five years as their Town Manager and then completed 8 ½ years in the position of Town Manager for the Town of Bridgton. The Town of Jackman became my first community in which I was the interim Town Manager. This 9 month opportunity was successfully completed with the hiring of a full time manager.

I am in a position to offer a wide spectrum of municipal related services. Some of these include:

- *Human resources including contract negotiations and review of insurance products*
- *Project Management*
- *Development of a Community Vision and Comprehensive Planning*
- *Economic and Community Development Elements*
- *Hiring process for Town Manager and key administrative positions*
- *Organizational Policies and Procedures*
- *Elected Official's Role and Training and Compliance with local and state statutes*
- *Capital equipment and investment scheduling synchronized with the development of the annual budget process.*
- *Public Relations*
- *Organizational and Team Development*
- *Fiscal Planning*
- *Customer Services*
- *Conflict Resolution*

Affiliations:

*Maine Town and City Manager's Association and am currently an Ambassador
Maine Municipal Association
International City Manager's Association
Cross Insurance Arena Board of Trustees- Currently the Chair-Portland Maine*

"Management is as much an Art as it is a Science"

Professional Contacts and References

*Mr. David Theis, Chair
Jackman Select Board
207.668.2111*

*Mr. Bernard King, Chair
Bridgton Select Board
207.647.8786*

*Ms. Lynn Olsen, Chair
Standish Town Council
207.642.1082*

*Mr. Stan Cohen, Citizen-Bridgton
Barbstan2@myfairpoint.net
207.647.8871*

Town of Jackman

369 Main Street
P.O. Box 269
Jackman, Maine 04945



Telephone: 207-668-2111
Fax: 207-668-4125
Email: townofjackman@myfairpoint.net

December 31, 2015

Mr. Mitchell A. Berkowitz
PO Box 569
Gray, Maine 04039

In Re: Letter of Recommendation

Dear Mr. Berkowitz,

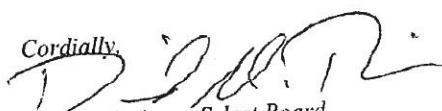
It is with our deepest appreciation that we send you, our letter of recommendation for the role that you provided our community during a very difficult time. As you know, Jackman continued to grow for many years under the management and leadership of Ms. Kathleen McKenzie until her passing. As a Select Board, we understood our roles, but were never prepared for the enormity of the challenges we would face in the absence of a town manager. We sought and were successful in filling this void through your cooperation as our Interim Town Manager. Your willingness to become immediately part of our community and its local government in March of 2015 provided all of our Select Board members with a renewed level of commitment. While we knew you would walk us through many administrative and policy issues, we never fully realized the importance of having a larger vision and that working together as a team of elected officials, we would once again have a full time town manager to continue our efforts.

Your thoughtfulness and insights to the many aspects of local governance provided our Board with guidance, allowing us to proceed in many areas including the completion of our airport work, underground drainage and street reconstruction and identifying a course of action for our own Economic and Community Development Strategy utilizing many of the existing reports and resources that in that past were under-utilized. Most of all we are appreciative of how you dealt with citizens and employees, always mindful of their opinions and that bringing people of diverse views into the mix was and continues to be a better alternative than isolating and excluding them from some of the decision making process.

We will continue to be guided by the many comments and advice you provided during your term and hope that other communities in need of an interim town manager will take full advantage of having you involved for whatever the length of time might be. We feel they will be better for their investment and your guidance.

Best of luck to you and once again please accept our sincere appreciation for the job you have done for Jackman.

Cordially,


For the Jackman Select Board
David Theis, Chair

"Management is as much an Art as it is a Science"

I have included an article that I recently completed in hopes that it would be included in the MTCMA monthly newsletter. It gives the reader a brief understanding of the thoughts and experience an interim town manager may go through. From the standpoint of the elected officials it may also provide some suggestions as to what may be asked at interview and how the decision making process can lead to a successful appointment of an interim.

Please accept this as a tool and as a window, if you will, of how one interim town manager thinks...

"The Interim Manager..... Differing Roles and Expectations"

Mitchell A. Berkowitz January 2016

The Interim Manager.....

Differing Roles and Expectations

You really don't know what you are walking into when you accept the appointment as an interim municipal manager. You have spent your career dealing with challenges and your level of confidence is pretty strong.....but until you unwrap the package, it remains a mystery. You usually don't know all of the details and the events leading up to the vacancy. Representations of how the organization functions may be less than complete. Lastly, you're not totally informed of the expectations of the elected officials and of the personnel. This array, much like that of a mine field can be an opportunity and challenge or a dismal event yet to be fully played out. Your job is to get a handle on many issues and prioritize your time and responses.

I have found that the first impressions give you a hint of what is and what is to follow. Best advice is to observe, remember and most of all be professional. Over the first two weeks, you will sift through issues, meet with people who want solutions and should realize they are sizing you up...your strengths, weaknesses and your depth of decision making skills. By the end of the first week, you will likely have a handle on short term and long term reoccurring problems, the level of experience of your office personnel and the leadership structure of the elected body. By the end of the second week you should be focused on the financial elements of the community, some prioritization of the issues you should and should not address as well as some of the political obstacles you may be facing. The next steps you take will be the script for your successfulness.

People want to tell you their stories and from those, if you can separate the facts from the fiction, the problem solving begins. Asking assistance from those staff members close to the issues can have long term benefits. They know the files, the record's storage and the level of details in their daily work. Paying attention to these will assist you in verifying your first impressions. You will be lucky if you are 50% right so be prepared to "adjust" those impressions. With so many demands and expectations, be prepared to slow down your responses and conclusions since you have only been there for a couple of weeks and your routines, patterns and habits are being observed. Yes, you are the new leader by title only. Now you must set in motion your personal style.

Absent of a wholesale failure in any particular department or service area, you should review the priorities and report them to the elected body and seek both their input and concurrence. This will be a major step in identifying your role. Will you become the facilitator to achieve resolution or stability between factions within the organization and its elected body; are you simply assuring that the work is being done and that the hiring of the next manager is the key focal point or are you expected to be the visionary to resurrect past attempts at economic and community development or to take a different tact that has a better success rate? These are the same roles a fulltime municipal manager must engage. However, the difference is that you are putting into place measures, steps and processes that you may not be around to fully complete. Your best role is that of being the collector and reporter of ideas in a manner that has both logic and realism. Sound solutions must be both attainable and sustainable.

As an interim manager you still need to assure that the transitional period connects with the community. Get out there and meet your community. They want to be heard, respected and in many cases provided with solutions. Respond to the nay-sayers with solid facts and reasoning. Respect their difference of opinion and challenge them to become involved in their community.

Remember that you may also be in charge of the hiring process for the manager position. Like any hiring process, the skill set that you are looking for should be driven in part by the direction of growth for the community. Meeting with your staff and citizens will help guide you in your discussions with the elected officials who, with your assistance, can identify their community's priorities and ultimately the skills that are needed to accomplish them. You may also need to bring some realism to their thinking process. Be prepared to translate and incorporate their expectations of the community and the necessary experience that will be needed by a manager. Yours' is a fresh perspective. This is a rare opportunity for all parties. Conduct the process with professionalism. Most of all use the ICMA code of ethics as an educational tool and a guideline to enlighten the elected officials of the role and importance of the manager position they are about to fill and their role as policy makers.

My first experience as an interim town manager was for the Town of Jackman Maine, population 862. The experience of coming to the community and now sharing that with you is just as exciting. Jackman has its own challenges but the common thread is that they desire success and growth. Their values and friendliness make it a special community. During the 9 months of my tenure, we faced issues of healing from the passing of their previous manager, personnel challenges, completion of both airport and road infrastructural projects, an extended hiring process for a new manager and most of all learning from each other that being elected or appointed to community leadership positions is a special role and responsibility that must be respected and conducted with the utmost of dedication. Whatever your role is or will be, it becomes part of the community and your legacy. As an Ambassador for MTCMA, I am encouraged to continue to share professional opinions and ideas that may assist other managers both full time and part time. I hope that my next engagement can be just as rewarding and successful.

About the Author: Mitchell A. Berkowitz retired in 2014 from the career as a municipal manager . He lives in Gray Maine with his wife Sally. He has over 43 years of employment experience in federal and municipal government as well as in a non-profit agency. His experiences include dealing with personnel, financing, planning, service delivery systems and customers. As an Ambassador for the Maine Town City and County Manager's Association, he continues his experience as an interim town manager, most recently with the Town of Jackman Maine. He continues to provide consultancy and opinions and may be reached at mgt4u2@gmail.com.

January 20, 2016

120 Daniel Webster Highway
Meredith, NH 03253



Municipal Resources
www.municipalresources.com

tel: 603.279.0352 • fax: 603.279.2548
toll free: 866.501.0352

February 22, 2016

Nancy Colbert Puff
Town Manager
200 Rogers Road Extension
Kittery, ME 03904

Re: Interim Town Manager Services

Dear Ms. Puff:

MRI is pleased to present the following proposal to provide the Town of Kittery with Interim Town Manager services.

INTERIM TOWN MANAGER SERVICES

MRI will assign Carol Granfield, an experienced public manager, to provide staff support necessary to address the professional, technical, and management functions of the Town.

Carol M. Granfield, ICMA-CM, has a Masters in Administration from Central Michigan University and is one of 1266 ICMA Credentialed Managers in the country. Ms. Granfield is also a graduate of the Senior Executive Institute at the University of Virginia, Harvard JF Kennedy School of Government summer program, Leadership New Hampshire and Fairfax, and one year of law school at Massachusetts School of Law. She is an adjunct professor at Granite State College where she teaches Human Resources and Public Administration. She possesses over 38 years of public sector management experience and 9 years of private sector experience. Ms. Granfield, a native of Pittsfield, Massachusetts, has broad public service experience at the town, city and county levels of government. Ms. Granfield has served in the following positions: Town Administrator in Hooksett, NH; Town Manager in Meredith NH; Town Administrator in Derry, NH; Interim Town Administrator in Moultonborough, NH; County Manager in Cumberland County, ME; Town Manager in Dixfield, ME; Director of Administration in Herndon, VA; and Personnel Director in Fairfax, VA. Ms. Granfield's expertise in Human Resources and Labor Relations includes the establishment of personnel policies; organizational studies; wage, classification, and benefit studies along with union negotiations to include the interest based model. Ms. Granfield has participated in many successful public sector executive recruitment projects and has also conducted strategic planning,

goal setting, and team building programs in NH, ME and VA communities. She has also developed and implemented positive career development and training programs for employees of a number of municipal organizations. Ms. Granfield has given presentations at national conferences of the ICMA, the International Public Management Association for Human Resources, and at state conferences in VA, MA, ME, and NH. She was previously adjunct faculty at George Mason University. Ms. Granfield has served on many professional and civic boards to include the Public Employee Labor Relations Committee; ICMA Credentialing Board; NH Local Government Board, Maine Municipal Association Advisory Board, Belknap County Economic Development Commission, Derry Planning Board, and is Past President of the NH Management Association, IPMA-Virginia, Dixfield Economic Development Organization, and the Derry Village Rotary. Ms. Granfield is also appointed by the Governor to the NH Public Employee Labor Relations Board.

It is expected that Ms. Granfield will be on-site as necessary to satisfy the needs of the Town, but generally three or four days (24- 32 hours) per week per week would be expected. Additionally, the consultant will be available by phone and e-mail at all other times (within reason) for consultation with Department personnel or in the event of an emergency requiring input/direction. She will be available to commit additional time as requested by the Council, if necessary, to ensure that the duties and responsibilities of the role are fulfilled.

In this capacity, we expect the consultant will be afforded all the appropriate authority, and will assume all appropriate responsibility, normally vested in the Town Manager, as well as reasonable authority to supervise and direct and oversee the activities of municipal employees.

The Interim Town Manager will establish and consistently maintain a positive and professional ongoing working relationship with the Town staff and those with whom she will interface in the community.

If at any time, the Council determines that the assigned consultant's services do not satisfy the needs of the Town, they may terminate the agreement with 10 days advance notice or request that MRI replace the assigned consultant with a similarly qualified manager to the extent that MRI has someone available. In such event, MRI will cooperate and assist the Council in any way that ensures continued operations and a smooth transition.

In the event that MRI is unable to provide the services of the assigned consultant due to accident, injury, prolonged illness, or any other reason, for a period projected to be more than 10 days, the Council, at their sole discretion, may allow MRI to provide a substitute consultant or suspend payment hereunder and terminate the agreement without penalty.



The Town will agree to hold harmless, indemnify, and defend Carol Granfield, and MRI while acting for and on behalf of the Town as if they were acting in the capacity of employees of the Town, within the limits, restrictions, and subject to the conditions of the Town's insurance coverage.

FEES AND CHARGES

Our services will be provided on a time and expense basis and will be invoiced monthly. MRI will provide a detailed, itemized description of the services provided and expenses incurred. Payments will be expected within thirty (30) days of receipt of the invoice unless otherwise agreed.

Fees for professional services provided by the Interim Town Manager will be billed at **\$90/hour**.

The usual travel time charges will be waived for this assignment. The Town will be billed a flat rate of \$25/day for the consultant's mileage to and from Town offices. In addition, the Town will be billed at the current IRS per mile travel rate for use of the consultant's personal auto if used to conduct Town business. There is no charge for incidental or emergency phone consultations.

TERM

It is anticipated that any Agreement shall remain in force and effect through selection and appointment of the next Town Manager, unless terminated earlier by the Council.

Thank you for the opportunity to submit this proposal. Please feel to contact me further to discuss.

Sincerely,



Alan S. Gould, President and COO
(603) 279-0352, x-320
(603) 765-5998 CELL
agould@mrigov.com

